

Subject

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

STAT

FROM:

EXTENSION

NO.

STAT

DD/PAGE  
1006 Ames

DATE

16 March 1981

TO: (Officer designation, room number, and building)

DATE

RECEIVED

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OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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1. EA/D/PPPM  
5E58 Hqs.

2.

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3. DD/PPPM

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5. D/PPPM

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Ron prepared the attached answer to questions regarding the SIS program posed to the Comptroller by congressional committees. [ ] indicated he needed the responses by 1200 17 March 1981.

[ ]

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM: Harry E. Fitzwater  
Director of Personnel Policy,  
Planning, and Management  
5E58 Hqs.

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.   
Chief, Administration  
Group, O/COMPT

2. 4E20 Hqs.

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Attached are our answers to  
the questions regarding the  
SIS program posed by HPSCI and  
SSCI.

Harry E. Fitzwater

HPSCI

Question 38. What is your assessment of the effectiveness of the program (SIS)?

Answer: Considering that only recently has CIA completed its first full year under the SIS system, we are very pleased with the results. The backbone of the SIS is the Advance Work Plan (AWP) and the Performance Appraisal Report (PAR). The AWP, developed jointly by SIS officer and supervisor, establishes preset goals and objectives for the performance year. Most importantly, it prescribes performance standards. The PAR evaluates achievements by specific duties and overall performance.

Selection of performance awards and stipends is based on overall performance level achieved measured against the preset goals and objectives of the PAR. Supervisors initiate award recommendations with managerial and comparative evaluation panel review. All recipients are approved by the DCI.

We are confident that the awards aspect of SIS, coupled with the AWP and PAR, has encouraged our senior officers to aspire to levels of performance exceeding those of the past that already were high by any government standard. Unlike the past, the distinct advantage of SIS is that it allows tangible recognition for exceptional performance. Our only regret is that more of those who were deserving could not be given an award during our first cycle because of the 20% limitation.

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In our first awards cycle,  SIS officers were recognized for performance achievement. Total awards amounted to  Other than Distinguished and Meritorious stipends, awards ranged from 7% to 20% of base pay. All officers were considered for awards including those who retired

during the year. Significantly, 70% of those receiving awards were officers with rank below that of Office Director (SIS-4). Moreover, this group received 6 of 11 Meritorious and 1 of 2 Distinguished stipends.

An important element for maintaining highly qualified managerial talent in SIS is development of candidates in the so-called feeder group, GS-13s through GS-15s. To this end, we have established a Senior Officer Development Program (SODP) which succeeds and refines our former Personnel Development Program. The basis of the SODP is development by appropriate assignments (including intradirectorate, interdirectorate, and outside Agency rotational assignments), and managerial training to prepare individuals selected for future senior assignment. The SODP also includes continuing development of SIS-1/4 officers. In addition, the SODP calls for succession planning with the identification of three replacement candidates for each senior position.

STAT We have had three promotion cycles since implementation of the SIS, resulting in ☐ GS-15s being promoted to SIS-1, the entry level prescribed by SIS policy. Every officer selected agreed to join the SIS program. All such officers serve a one-year probationary period. Those officers whose performance levels do not meet established standards are either removed from the SIS or Agency. To date, all SIS members have met or exceed established performance standards.

Our overall assessment of the SIS in its first year is that it is an effective concept that is meeting the goals of civil service reform.

SSCI

Question 11. What significant achievements have resulted from the establishment of the Senior Intelligence Service?

Answer: The Senior Intelligence Service remains a relatively new concept in CIA, and thorough evaluation of its success and procedures is still underway. We can say without hesitation, however, that significant achievements have been made. Senior officers in this Agency historically have been highly regarded for their managerial skill and willingness to take risks. It is with the establishment of SIS and its associated performance award program that deserving officers can be tangibly recognized for exceptional performance. The vast majority of our senior officers would continue to be high performers without SIS, but we are gratified to have been able to establish a system that affords a means of recognition available to other exceptional managers elsewhere in government through the SES.

Concurrent with the establishment of the SIS in October 1979, CIA began a new Performance Appraisal System which we view as another significant achievement. It represents the backbone for recommendation and selection of officers for performance awards. The system comprises an Advance Work Plan (AWP) and a Performance Appraisal Report (PAR). The AWP, developed jointly by SIS officer and supervisor, establishes goals and objectives for the performance year. Importantly, it prescribes performance standards. The PAR evaluates achievements by specific duties and overall performance. Our review of these two key documents during the selection process for performance awards makes us confident that the goals of civil service reform are being met by this Agency. Goals and objectives of the AWP generally

are rigorous and realistic, and the supervisor's evaluation of results achieved generally objective. Achievements of our lower ranking SIS officers is especially noteworthy. Of the awards and stipends granted in 1980, 70% were given to those below the Office Director level (SIS-4).

A third significant achievement of SIS is the establishment of a Senior Officer Development Program to assure early development of qualified officers for future SIS membership and responsibilities, and the continued development of officers already in the SIS ranks. Under this program, officers are developed by appropriate assignments (including interdirectorate, intradirectorate, and outside Agency) and formal managerial training. In addition, the program calls for succession planning with the identification of three replacement candidates for each senior position.

Our only regret thus far with the SIS program is that not all of those deserving of special recognition could be awarded because of the 20% limitation.